



Request for Proposals

RFP # CYF-13

FACTS II Project Manager Services

FACTS II PROJECT MANAGER SERVICES RFP Issuance Date: December 15, 2010

FACTS II PROJECT MANAGER SERVICES Bidders Conference (Optional): January 6,
2011

Proposals Due: January 28, 2011, 2:00 P.M. EST

Bid Opening: January 28, 2011, 3:00 P.M. EST

Submit To:

H. Ryan Bolles, Contract Administrator
Delaware Department of Services for Children, Youth, and Their Families
Division of Management and Support Services
1825 Faulkland Road
Wilmington, DE 19805

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1 General Information

The State of Delaware Department of Services for Children, Youth and Their Families (DSCYF) seeks responses from qualified bidders, to provide, **FACTS II Project Manager Services** for a project encompassing the design development, and implementation of a management information system for integrated Children's Services. This will be known as the Family and Child Tracking System II (FACTS II). FACTS II will be designed to support DSCYF case management and will include the following major capabilities:

Provide Client Case Management and Workflow Tools;

- Support an Integrated Children's Services Business Model;
- Meet Cost Benefit Analysis for Statewide Automated Child Welfare Information System (SACWIS) Requirements;
- Support Cost Recovery—Medicaid and Title IV-E;
- Include Data Interfaces;
- Support Fiscal Management;
- Meet SACWIS and Other Requirements;
- Incorporate management functions such as: Critical Incident Reporting, Review Processes, and Complaints, among Others;
- Include the Capability for Management Report Generation, Performance, Measurement; and Contract Monitoring
- Support Resource Administration (e.g., contracts, grants, agreements, and community-based resources);
- Provide System Administration and Security; and
- Ensure Security and Privacy of Information.

This request for proposals (RFP) is issued pursuant to 29 Del. C. §§6902(1), 6981 and 45 CFR 74.40 through 74.48. In accordance with 45 CFR 74.43, the State encourages open competition among vendors. Whenever possible, the State will design specifications, proposal requests, and conditions to accomplish this objective, consistent with the necessity of satisfying the State's requirements and adherence to state standards. In accordance with 45 CFR 74.44, no person shall be excluded from participation in, be denied benefits of, be discriminated against in the admission or access to, or be discriminated against in treatment or employment in the State's contracted programs or activities on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by State or Federal Constitutional or statutory law; nor shall they be excluded from participation in, or be otherwise subjected to discrimination in the performance of contracts with the State or in the employment practices of the State's contractors.

The FACTS II Project Manager Services RFP is issued in support of the FACTS II Design, Development and Implementation (DD&I) RFP. Bidders on the FACTS II Project Manager Services RFP should refer to the FACTS II DD & I RFP for information about FACTS II in preparing their response to this RFP.

Bidders on the FACTS II Project Manager Services RFP are prohibited on bidding on any other current FACTS II related procurements.

1.1 Introduction to Procurement

The Department's strategic efforts are focused on building a service delivery infrastructure that supports a system of integrated child welfare, prevention and behavioral health, and juvenile justice services. This system includes services that are provided both within the Department and in cooperation with other state agencies, partners, and stakeholders statewide.

The goal of our integrated children services system is to provide high-quality care for children and youth in ways that lead to improvements in their functioning and in the functioning of their families. The FACTS II solution will support services that are child centered, individualized, family focused, strength and community based, culturally respectful, appropriate in type and duration, and seamless within and across organizations. Family members are included as partners on service teams.

Integrated children services emphasis's five factors:

- Organizing interagency operations to ensure that coordination occurs and that one coordinated service system will result;
- Implementing case management to ensure that each child and family receives, and continues to receive, the necessary set of individualized services and care;
- Adding new services and modifying existing services to ensure a comprehensive array of services, including educational, vocational, health, recreational, home-based, mental health, substance abuse treatment; prevention; and community-based support services;
- Real time workflow and process, analysis, management, and modifications;
- Developing financing mechanisms to streamline and improve the management of care of individuals served through the system.

The implementation of these five factors leads to a system of integrated Children's Services that are more comprehensive, efficient, and coordinated than existing approaches that lack these characteristics.

Integrated Children's Services are managed, individualized, and provided in the most appropriate and least restrictive setting possible. Furthermore, integrated services support continuity of services, treatment, and are responsive to the needs of the child and family. The resulting system is expected to result in improved child outcomes (e.g., reduced abuse and delinquency, enhanced social functioning, better school performance), and improved family outcomes (e.g., reduced family strain and improved family functioning). The system must measure results according to flexible metrics so that child care can be

continually improved. Metrics should focus on what did you do, not what you spent. Additional metrics will include the ability to tie services to gains in improvement outcomes.

The Integrated Children's Services business model can be summarized by the phrase: "One Child, One Team, and One Plan."

The current SACWIS solution, the Family and Child Tracking System (FACTS), does not support our emerging integrated children's services business model. FACTS was built on a segregated set of internal organizational stovepipes that support multiple discreet programs. The restructuring of our business model requires an integrated, agency-wide case management solution (e.g. an enterprise approach within DSCYF).

DSCYF issues this Request for Proposals (RFP) to solicit responses from qualified Bidders for providing Project Manager Services support during the Design, Development, and Implementation phase of the State of Delaware's new FACTS II system, an application that will support an Integrated Children's Services business model.

The proposed new system must meet all SACWIS requirements. The proposed system must address the functionality delineated in *Appendix E System Requirements* of the FACTS II Design, Development and Implementation (DD & I) RFP as defined by the priority rankings for each requirement (see FACTS II Development RFP CYF10-07 at www.bids.delaware.gov).

The DSCYF divisions using the proposed solution for an integrated services system include:

- Division of Family Services (DFS)
- Division of Prevention and Behavioral Health Services (DPBHS)
- Division of Youth Rehabilitative Services (DYRS)
- Division of Management Support Services (DMSS), including the Office of the Secretary

Award of this contract is contingent upon funding and approval by applicable Federal or State agencies. The contract award must meet applicable Federal and State requirements and is subject to Federal and State review.

An additional RFP to support the implementation of the FACTS II DD & I Project solution may also be released for FACTS II Project Change Management. As a result of this current procurement, the State anticipates entering into a contract with work beginning on or about May 12, 2011 for a period not to exceed 4 years (reference *Section 8. Terms and Conditions*).

1.2 Schedule of Procurement Events

Table 1 provides a schedule of events associated with procurement of FACTS II Project Manager (PM) Services. DSCYF retains the right to modify this schedule or to withdraw this RFP if such action is in the best interest of the State.

Table 1: Schedule of Procurement Events

Date	Procurement Event
December 30, 2010	All questions that DSCYF agrees to answer orally at the Bidders conference must be submitted via mail or email to Ryan Bolles by 3:30 P.M. ET. Other questions may be answered at DSCYF's discretion. Written answers to all written questions will be posted to the State of Delaware Solicitation Website at: http://bids.delaware.gov
January 6, 2011	The optional FACTS II Project Manager Bidders conference will be held as follows: Room 199 1825 Faulkland Road Wilmington, Delaware 19805 10:00 ET
January 13, 2011	All final questions regarding the Project Manager RFP must be received in writing by 3:30 ET by this date.
January 20, 2011	All final answers to significant content questions will be posted to the State of Delaware Solicitation Website at: http://bids.delaware.gov
January 28, 2011	Sealed bids due. Please submit 1 original copy of your proposal, with original signatures, clearly marked as "Signed Original." Additionally submit 1 copy of your most recent fiscal audit, 10 printed copies of your proposal, and 1 electronic copy of your proposal in Microsoft Word 2003 or better. Sealed bids must be delivered by 2:00 P.M. ET. Bids arriving after 2:00 P.M. ET will not be accepted. Technical and cost proposals should be packaged separately within the same or multiple containers. If multiple containers are used, they must be clearly labeled RFP 13 Box # of #. Bids may be mailed or hand delivered to: H. Ryan Bolles, Contract Administrator DSCYF-DMSS DSCYF Administration Building Room 177 1825 Faulkland Road Wilmington, Delaware 19805 Upon delivery, a date/time stamped receipt will be available upon request for Bidder records. Please note that hand delivery is the preferred method of delivery. DSCYF does not recommend mailing proposal responses.
January 28, 2011	Public bid opening of sealed bids. There will be a public opening and announcement of bidders on January 28, 2011 at 3:00 P.M. ET. Attendance at the bid opening is optional. The location of the bid opening is as follows: DSCYF Administration Building Room 199 1825 Faulkland Road Wilmington, DE 19805 All attendees at the bid opening must sign the Participant List.

Date	Procurement Event
As soon as possible	The Department will work diligently to complete the proposal review and selection process in an expeditious fashion. Bidders may be asked to be available to respond to questions from the review panel by telephone or in person, if necessary. However, proposals are expected to be able to stand alone based upon the written information submitted.
As soon as possible	Decisions are expected to be made and awards announced as soon as possible. Initial notification to successful bidders will be announced by telephone. However, all bidders will be notified in writing.

1.3 Procurement Procedures

This RFP consists of the Request for Proposals and the attached appendices. If addenda are required, they will be issued by the Contract Administrator and will be specifically identified as addenda to this RFP. Any written addenda, questions, and answers will be posted on the State of Delaware Solicitation Website at: <http://bids.delaware.gov>. It is the Bidder's responsibility to check this website on a regular basis. The Bidder will be held accountable for any addenda to the RFP; Bidders must acknowledge receipt of each addendum, amendment, etc., in their transmittal letters.

The procurement rules of DSCYF, as set forth in Policy #108, Bids and Contracts, are incorporated within this document by reference. DSCYF reserves the right to amend, modify, or cancel this RFP at any time and without prior notice at its sole discretion. Proposals submitted in response to this RFP will constitute a binding offer. The Bidder, by signing the transmittal letter, certifies acceptance of all of terms and conditions of participation in this procurement as described in this RFP, in full, without reservations, limitations, assumptions, restrictions, caveats, or any other type of qualification, except for those exceptions to the agreement noted in writing and submitted within the Bidder's response.

1.3.1 Contact Information

All questions regarding this request should be directed in writing to H. Ryan Bolles, Contract Administrator by phone number 302-633-2701, e-mail to Herbert.Bolles@state.de.us or via fax at 302-622-4472. Answers to significant content questions will be posted on the State of Delaware Solicitation Website at: <http://bids.delaware.gov>. Bidders should refer to this web site often for updates.

1.3.2 Access to Project Information

This RFP contains a brief FACTS II Project Description (see Section 4) and other project-related information. Details about DSCYF may be found at <http://www.kids.delaware.gov>. DSCYF expects that Bidders will review the information contained in the FACTS II DD & I RFP, its appendices as well as other related documentation, to develop a thorough understanding of DSCYF's business model and solution requirements.

1.3.3 Optional FACTS II Project Manager Services Bidders Conference

RSVPs for the FACTS II Project Manager Services Bidders Conference are required by the date noted in the Schedule of Procurement Events. No more than **two** authorized representatives from each Project Manager Services Bidder's organization may attend the Project Manager Bidders conference.

The Bidders Conference is intended as an opportunity for Bidders to: (1) Receive clarifications regarding the RFP and; (2) Increase their understanding of the integrated Children's Services solution being sought by DSCYF. It is also intended as an opportunity for DSCYF to assess the number of anticipated proposals, which will aid the Department in planning resources for the proposal review process.

1.3.4 Cost of Preparing Proposal and Reservation Rights

All costs of proposal preparation will be borne by the Bidder. All necessary permits, licenses, insurance policies, etc., required by local, state or federal laws shall be provided by the Bidder at the Bidder's expense.

Notwithstanding anything to the contrary, the Department reserves the right to:

- Reject any and all proposals received in response to this RFP;
- Award the contract to the lowest cost responsible and responsive Bidder whose proposal meets the requirements and evaluation criteria in this RFP, or to award to a Bidder other than the lowest cost responsible and responsive Bidder if, in the opinion of the State, the interests of the State will be better served by awarding the contract to some other Bidder, provided that the State makes a written determination of the reason or reasons for granting the contract to a Bidder other than the lowest cost responsible and responsive Bidder;
- Waive or modify any information, irregularities, or inconsistencies in proposals received;
- Negotiate any aspect of the proposal with any Bidder and negotiate with more than one Bidder at the same time;
- Reject any proposal wholly or in part, to accept any proposal wholly, or to accept parts of any or all proposals;
- If negotiations fail to result in an agreement within a reasonable period of time, terminate negotiations and select the next most responsive bidder, prepare and release a new RFP, or take such other action as the Department may deem appropriate; and,
- Negotiate a renewal of the contract resulting from this RFP with appropriate modifications, for up to two additional years at the Department's discretion.

All proposals become the property of the State of Delaware and will not be returned to the contractor. Proposals to the State may be reviewed and evaluated by any person other than competing Bidders at the discretion of the State. The State has the right to use any or

all ideas presented in reply to this RFP. Approval or rejection of the proposal does not affect this right.

Proposals that respond to all requirements will be initially designated as “qualified.” Any proposal failing to respond to all requirements may be eliminated from further consideration and declared as “disqualified.”

Any proposal designated as “rejected” will mean that, although the proposal was qualified, during the full evaluation process one or more other proposals were deemed to be more advantageous, or that all proposals were rejected. Respondents whose proposals were rejected will be notified as soon as a selection is made, or if it is decided that all proposals are rejected.

Any proposal designated as “approved” will mean that the proposal has met the basic requirements and that during the full evaluation process it has been deemed to be potentially advantageous to the Department. Bidders with approved proposals may be required, at the State’s request, to participate in oral presentations and/or best and final negotiations.

Finally, the Department will identify the “Selected Bidder” for contract award. The State reserves the right to enter into negotiations with one or more Bidders at any time during the evaluation process.

1.3.5 Bidder Contact

From the time that this RFP is issued until either the Contract Award or the cancellation of this procurement, the Bidder will communicate exclusively through the Contract Administrator or his designee for any matters regarding this procurement. The Bidder will not communicate with other State personnel or State contractors for any reason concerning this procurement. If this provision is violated, DSCYF reserves the right to reject the Bidder’s proposal.

No oral conversations or agreements between Bidders and State agents are authorized, and, if any occur, they will not affect the terms of this procurement. No written agreements or statements between Bidders and State agents except the Contract Administrator will be binding on DSCYF.

Bidders will be provided the opportunity to submit questions to the Contract Administrator until the date specified in the Schedule of Procurement Events. Responses to questions are provided for informational purposes only and do not amend or otherwise alter the RFP, unless expressly incorporated into a formal addendum to this RFP.

The Bidders Conference is intended to be an opportunity for authorized representatives of the Bidders to ask questions and to clarify portions of the RFP. Oral answers given at the conference are not binding, but represent a good faith effort to provide useful information.

1.3.6 Proposal Instructions

In preparing their proposals for submission, Bidders must adhere to the following instructions.

Proposal Format

Proposals shall be printed on 8 ½" x 11" papers and in a 12-point sans serif font for all text. Tables prepared by the Bidder may also be in this font, but no smaller font shall be used. All pages must be numbered. To be considered, all proposals must be submitted in writing and respond to the items outlined in this RFP. Ornate binding, color graphics, and extensive attachments are unnecessary.

Each proposal must be submitted with one signed original, ten (10) hard copies, and one electronic copy in Microsoft Word (2003 or better) on a CD-ROM in a sealed package conspicuously labeled "SEALED PROPOSAL – STATE OF DELAWARE, FACTS II PROJECT MANAGER SERVICES RFP #13". The package must also contain the name, address, and telephone number of the proposing firm. The State reserves the right to make copies of the submission and distribute as it deems necessary for the state's internal processes.

All proposals delivered by mail must be sent to:

Attention: H. Ryan Bolles
DSCYF-DMSS
1825 Faulkland Road
Wilmington, DE 19805

All proposals delivered by hand must be delivered to:

H. Ryan Bolles
Room 177
DSCYF Administration Building
1825 Faulkland Road
Wilmington, DE 19805
Phone: 302/633-2701

Proposals submitted by mail shall be sent by either certified or registered mail. Hand-delivery includes delivery by courier, commercial carrier, or other method not including US mail. A hand-delivery method is preferred by DSCYF. Proposals must be received at the above address, no later than the date specified in the Schedule of Procurement Events. Any proposal received after this date may be rejected, may not be considered, and may be returned unopened. The proposing firm bears the risk of delays in delivery. The contents of any proposal shall not be disclosed to competing entities during the negotiation process.

To be qualified for further evaluation, Bidders must submit complete responses to this RFP. An official authorized to bind the Bidder to the proposal must sign proposals. The successful Bidder must be in compliance with all licensing requirements of the State of Delaware.

Bidders may be called, at the discretion of DSCYF, for interviews concerning their proposals.

The State reserves the right to reject any nonresponsive or nonconforming proposals.

Modifications

Any changes, amendments or modifications to a proposal must be made in writing, submitted in the same manner as the original response and conspicuously labeled as a change, amendment, or modification to a previously submitted proposal. Changes, amendments, or modifications to proposals may be rejected if submitted after the hour and date specified as the deadline for submission of proposals. Clarifications and/or further technical information may be requested by DSCYF upon review of the proposal.

1.3.7 Proposal Evaluation

The State of Delaware provides general evaluation requirements in 29 Del. C. § 6981(e); these requirements will be used as a guide during the proposal evaluation process. The Proposal Evaluation Review Panel shall review all qualified proposals submitted in response to the RFP. DSCYF bids its services under section 6981 of the Delaware Code: Large Professional Services. The Delaware Code is online at the following link.

<http://www.delcode.state.de.us/title29/c069/index.htm#TopOfPage>.

A Proposal Evaluation Committee will conduct a Competitive Best Value source selection. Each proposal component is evaluated as defined in *Section 7, Evaluation Process* to determine a final total score. Proposals are eligible for a maximum of 100 points. Any proposal that does not meet the minimum requirements may be deemed disqualified. The State reserves the right to reject any proposal wholly or in part, to approve any proposal wholly, or to approve parts of any or all proposals.

The Proposal Evaluation Committee shall determine the proposals that meet the minimum requirements pursuant to selection criteria of the RFP and procedures established in 29 Del. C. §§ 6981, 6982. The Committee may interview one or more of the qualified Bidders. The Committee may negotiate with one or more bidders during the same period and may, at its discretion, terminate negotiations with any or all bidders. The Committee shall make a recommendation regarding the Selected Bidder(s) to the Director of the Division of Management Support Services and the Cabinet Secretary, who shall have final authority, subject to the provisions of this RFP and 29 Del. C. § 6982 to award a contract to the

successful bidder in the best interests of the State of Delaware. The Proposal Evaluation Committee reserves the right to award to one or more than one bidder, in accordance to 29 Del. C. § 6986. The Proposal Evaluation Committee shall assign up to the maximum number of points as stated in the *Scoring Criteria* Section for each Evaluation Item to each of the proposing bidders. All assignments of points shall be at the sole discretion of the Proposal Evaluation Committee. In accordance with 45 CFR 74.44, no person shall be excluded from participation in, be denied benefits of, be discriminated against in the admission or access to, or be discriminated against in treatment or employment in the State's contracted programs or activities on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by State or Federal Constitutional or statutory law; nor shall they be excluded from participation in, or be otherwise subjected to discrimination in the performance of contracts with the State or in the employment practices of the State's contractors.

1.4 Project Governance

The FACTS II Executive Steering Committee will provide executive oversight for the FACTS II Project and consists of the Executive Sponsor and the Division Directors for each DSCYF division involved in the FACTS II Project, along with representatives from other state agencies. Vivian Rapposelli, Cabinet Secretary for the Department of Services for Children, Youth and Their Families (DSCYF), and Jim Sills, Delaware's Chief Information Officer and Cabinet Secretary for the Department of Technology and Information are the Co-Executive Sponsors for the FACTS II Project. Members of the FACTS II Executive Steering Committee are listed in Table 2.

Table 2: FACTS II Executive Steering Committee

Agency	Name	Title	Role on FACTS II Project
Department of Services for Children, Youth and Their Families (DSCYF)	Vivian Rapposelli	Cabinet Secretary – DSCYF	Executive Sponsor
Department of Technology and Information (DTI)	Jim Sills	Chief Information Officer	Executive Sponsor
Division of Family Services (DFS)	Laura Miles	Division Director	Member, Executive Steering Committee
Division of Prevention and Behavioral Health Services (DPBHS)	Susan A. Cycyk	Division Director	Member, Executive Steering Committee
Division of Youth Rehabilitative Services (YRS)	Carlyse Giddins	Division Director	Member, Executive Steering Committee
Division of Management Support Services (DMSS)	Karryl McManus	Division Director	Member, Executive Steering Committee
Department of Technology and Information (DTI)	Matthew Payne	Chief Technology Officer	Member, Executive Steering Committee

1.4.1 Project Organization

The success of the FACTS II project is dependent on the expertise of the FACTS II Project Team (State staff, Bidder staff, QA Staff, and DD & I staff), both from a subject matter as well as a technical perspective, to ensure that the complex business and system requirements of FACTS II are implemented as envisioned. Additionally, guidance from skilled executive teams will establish strong management practices to ensure that the project is completed on time, within budget, and according to requirements.

The Department has identified key project roles, both at an individual level and at a team level. These roles and responsibilities are defined in Table 3.

Table 3: FACTS II Project Roles and Responsibilities

Role	Responsibilities
Executive Sponsors	The Executive Sponsors for the FACTS II Project have the authority to: Ensure that all issues are considered, all necessary resources are secured, and the project proceeds expeditiously; Decide unresolved policy issues including uniform practices and procedures where consensus is not attained; Represent the departments with the other branches of government on matters relative to this initiative; and, Designate liaisons and advisors to the Working Committee in order to provide a integrated children's services perspective regarding the development of uniform business practices and procedures, decision making, issue resolution as necessary, and ensure compatibility with the state's Information infrastructure.
FACTS II Executive Steering Committee	The FACTS II Executive Steering Committee consists of the Cabinet Secretary of DSCYF, the State CIO, the Division Directors, the Chief Technology Officer for the State of Delaware, and selected Directors from other cooperating state agencies that will spend up to 5% of their time providing executive oversight for this project. The committee shall guide and direct the development of the solution for the FACTS II system, establish statewide uniform practices and operating procedures, and resolve issues beyond the scope of the FACTS II Project Committee. In addition to having responsibility for executive oversight for the project, the FACTS II Executive Steering Committee will also serve in an advisory capacity to ensure that policy amendments and other decisions made as part of the design and implementation processes of FACTS II support the long-term vision of DSCYF. The FACTS II Executive Steering Committee will receive input from and provide guidance to the FACTS II Project Committee, the Change Management Team, and partner agencies.
FACTS II Organizational Change Management Team	The Organizational Change Management team is comprised of the FACTS II Organizational Change Management Specialist, the Team Leader of the Organizational Change Management Team, and representatives of each DSCYF division. The team shall be responsible for guiding the organizational change management concerns for the FACTS II Project.

Role	Responsibilities
FACTS II Project Committee	<p>The FACTS II Project Committee consists of two to four staff members from each operating division within DSCYF (to provide for succession and ensure attendance at critical meetings thus minimizing the chance of project delays due to absences), the FACTS II Project Director, and the Contracted Project Manager. The committee's primary responsibilities will be to:</p> <ul style="list-style-type: none"> • Review and approve Contractor deliverables and work products; • Provide guidance and oversight to the DD & I Contractor; and, • Provide the first line in the resolution of issues that arise during each phase of the project, as well as offer a pass-through management mechanism for those that cannot be resolved at their level.

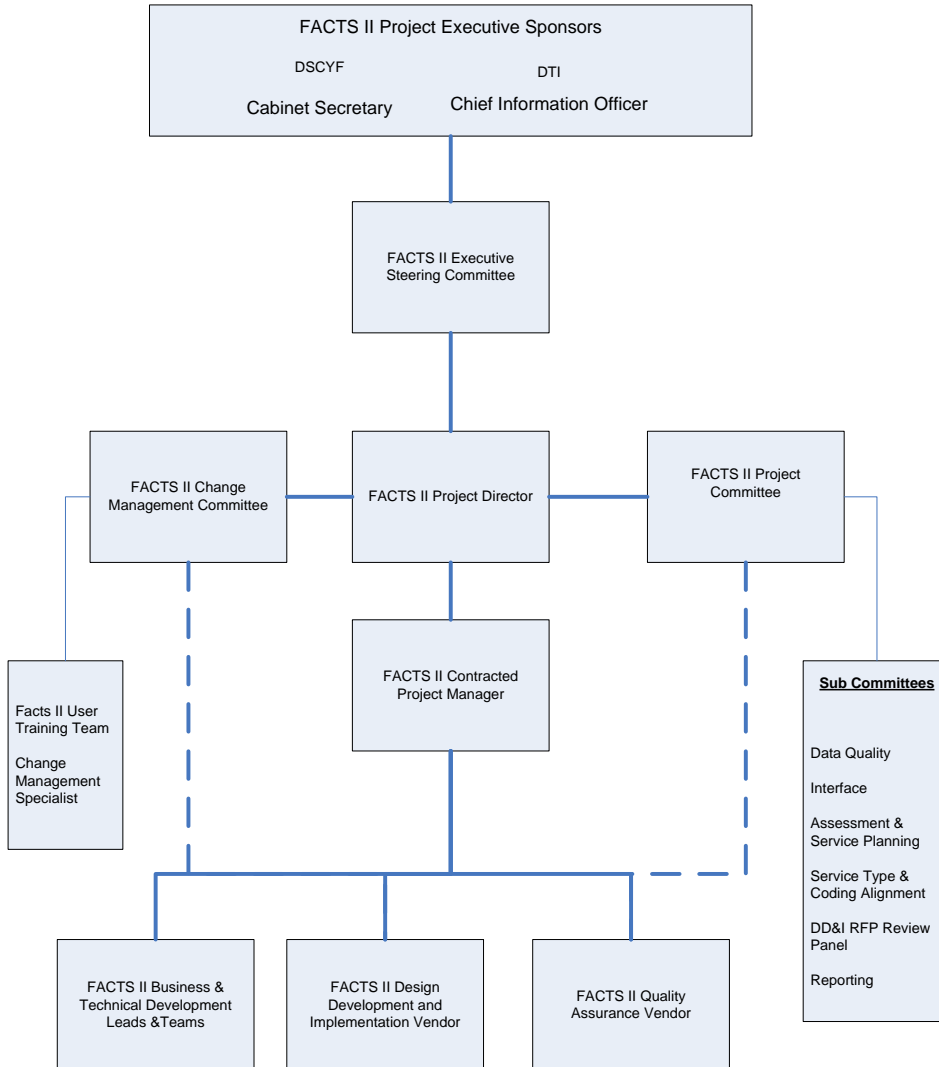
1.4.2 Advisory Functions

FACTS II Executive Steering Committee. In addition to having responsibility for executive oversight for the project, the FACTS II Executive Steering Committee will also serve in an advisory capacity to ensure that policy amendments and other decisions made as part of the design and implementation processes of FACTS II support the long-term vision of DSCYF. The FACTS II Executive Steering Committee will receive input from and provide guidance to the FACTS II Project Committee, the Change Management Team, and Partner Agencies.

Quality Assurance Vendor. DSCYF will issue a separate Request for Proposals to procure the services of a Quality Assurance (QA) vendor. The QA vendor will be responsible for ensuring that the FACTS II requirements are implemented as designed, that quality assurance measures are employed throughout the entire software development life cycle (SDLC), and that the contracted scope of work is fulfilled by the FACTS II DD&I Vendor.

The organizational structure for the Design Development & Implementation Phase of the FACTS II Project is depicted in Figure 1

Figure 1: FACTS II Project Structure



2 Department Mission, Vision, Goals, Organization and Core Services

2.1 Mission

The Department's mission is to assist children and families in making positive changes with services that support child and public safety; mental and behavioral health; and individual, family, and community well-being.

2.2 Goals

The primary goals of the Department of Services for Children, Youth and Their Families (DSCYF) are:

- The safety of children, youth, and the public; and
- Positive outcomes for children in its services.

To achieve these goals, the Department provides services in five core areas that parallel DSCYF's children and youth customer segments. Reference *Section 2.5. Core Services*.

These coordinated strategic efforts work together to improve performance in the achievement of the Department's key objectives. The safety and protection of a child is always the first priority of DSCYF. As such, Department services strive to ensure:

- Children are safe from abuse, neglect and exploitation.
- Accessible, effective treatment is provided for children with moderate to severe emotional and behavioral disturbances through coordinated and comprehensive, community-based, individualized, culturally competent, family-centered and focused, strength-based services, in collaboration with families and services partners.
- Services for children are structured through interdivisional planning and coordination of services for children and families, with family and professional partnerships to ensure that the family voice is a driving factor in decision making.
- All staff is provided with the opportunity for professional development to promote quality services.
- Interagency and community collaboration exists to build an integrated Children's Services system to support and strengthen families.
- Licensing and monitoring of the state's out-of-home child care facilities are conducted according to DSCYF policy.
- Children and families have access to a quality network of prevention and direct mental health and substance abuse service providers.
- The Recruitment and retention of sufficient, quality foster families and improved quality of life for children living in foster care is advocated.
- Foster families have the support and parenting skills needed to work with challenging children.
- An enriched continuum of care for children needing placement in specialized foster care and specialized group care is available.

- Children who cannot be returned to their family are settled, in a timely way, with a permanent family through adoption or guardianship and older youth are prepared for independence.

2.3 Organization

The Department is comprised of three service divisions and one administrative support division. The following sections describe the responsibilities and scope of the four divisions.

2.3.1 Division of Family Services

The Division of Family Services (DFS) is responsible for child abuse investigations, assessment and case management, and the provision of protective services for abused, neglected and dependent children. DFS is also responsible for the oversight of adoption services and the licensing of child care providers in the State of Delaware.

In FY 2011, DFS is authorized up to a total of 344 full-time equivalent positions, including administrative, support, and direct service personnel located in offices across all three counties.

Some statistics of importance for FY 2009 include:

- 9,527 reports of abuse and neglect and/or dependency were received, and 5,906 were accepted for investigation.
- Of the 5,906 reports accepted for investigation, 1,429 reports resulted in substantiated incidents of abuse.
- 2,395 families received protective services.
- At the end of FY 2009, the out-of-home placement population was 743.
- Adoptions were finalized for 115 children for whom DFS held parental rights.
- The staff of the Office of Child Care Licensing made 1,887 visits to child care facilities and investigated 344 complaints.
- During FY 2009, 6,617 Criminal History background checks were completed. These checks resulted in the disclosure of 2,922 individuals with arrest records. Of these individuals, 487 were deemed unsuitable for employment in positions working with children.
- 39,422 Child Protection Registry checks were completed for employees in health care, child care, and public schools. A total of 521 individuals had substantiated cases of child abuse or neglect.
- A total of 261 out-of-state child abuse and neglect checks were requested under the Adam Walsh Child Protection and Safety Act of 2006.

2.3.2 Division of Prevention and Behavioral Health Services

Effective July 1, 2010, the Division of Child Mental Health (DCMH) became responsible for community-based prevention services. The division's name was changed to the Division of Prevention and Behavioral Health Services (DPBHS). DPBHS seeks to provide a

comprehensive continuum of effective prevention and early intervention services for at-risk children and youth, as well as facility- and community-based treatment services for mentally ill, emotionally disturbed and substance abusing children, youth and their families. For FY 2011, DPBHS is authorized up to a total of 285 full-time equivalent positions, including administrative and direct service personnel.

DPBHS operates as an HMO and care management agency for service delivery. Services are provided through internal programs and through a network of external contracted providers for consultation and assessment; outpatient mental health, alcohol, and drug abuse treatment programs; day treatment programs; residential treatment centers; and psychiatric hospitals.

The Department's prevention and early intervention programs are housed within DPBHS. These programs work with children, youth, families, communities, schools, and other organizations. The efforts of these programs are designed to prevent child abuse; dependency; neglect; suicide; juvenile delinquency; mental and behavioral health disorders; and tobacco, drug, and alcohol abuse, and other risky behaviors. The K-5 Early Intervention Program has Family Crisis Therapists in more than 50 schools across Delaware. In 2009, the K-5 Program saw 18,597 children for services and had 1,219 cases under management. The Preserving Safe and Stable Families (PSSF) Program served 2,164 children, 1,066 families and 1,488 adults.

On December 31, 2009, DPBHS had 278 children and youth across the Department in out-of-home residential treatment and 1,027 in community-based services.

2.3.3 Division of Youth Rehabilitative Services

The Division of Youth Rehabilitative Services (DYRS) is responsible for helping delinquent youth develop the positive social and vocational skills necessary to lead more crime-free lives. DYRS strives to provide individualized, family-focused treatment, with care and support in the least restrictive setting. Possible settings include the youth's own home, community-based residential and non-residential programs, and pre- and post-dispositional secure facilities. In FY 2011, DYRS is authorized up to a total of 377 full-time equivalent positions, including administrative, support, and direct service personnel.

- The New Castle County and the Stevenson House Detention Centers averaged 116 residents during FY 2009.
- Ferris School, the secure facility for adjudicated delinquent boys, served about 150 youth in FY 2009.
- During FY 2009, the short-term staff-secure cottages on the Department's campus, served over 200 girls and boys in the Grace and Snowden Cottages. Mowlds Cottage, which serves as a temporary supervised residence for youth transitioning from Ferris to the community, served 269 young men.
- Community-based Services was supervising 1,951 youths on probation and aftercare as of December 31, 2009.

- YRS had 384 youths in out-of-home care as of December 31, 2009.

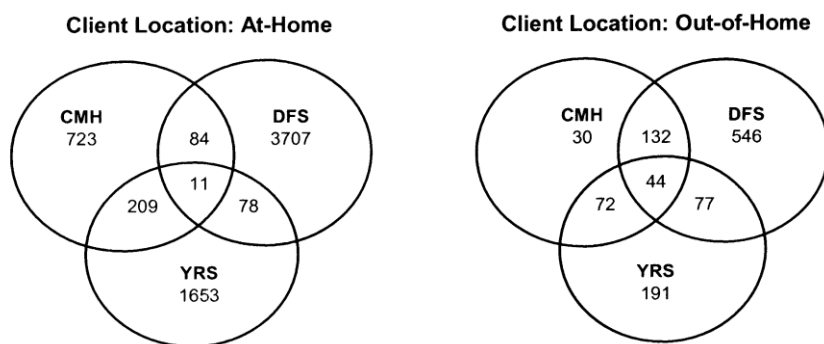
2.3.4 Office of the Secretary and the Division of Management Support Services

The Division of Management Support Services (DMSS) provides centralized functions for the entire Department. The Office of the Secretary provides overall policy direction, coordinates the development and management of the services of the Department, promotes public awareness, and strengthens intergovernmental relations. The Education Unit, which provides educational services for youth in residential facilities, is also located in the Office of the Secretary. DMSS support services include: fiscal operations; grants and contracts management; Medicaid billing; human resources; program evaluation; contracted support services; department-wide support for information system planning, implementation, operations and maintenance. Up to a total of 195 full time equivalent positions are authorized for the Office of the Secretary and DMSS for FY 2011.

2.3.5 Summary

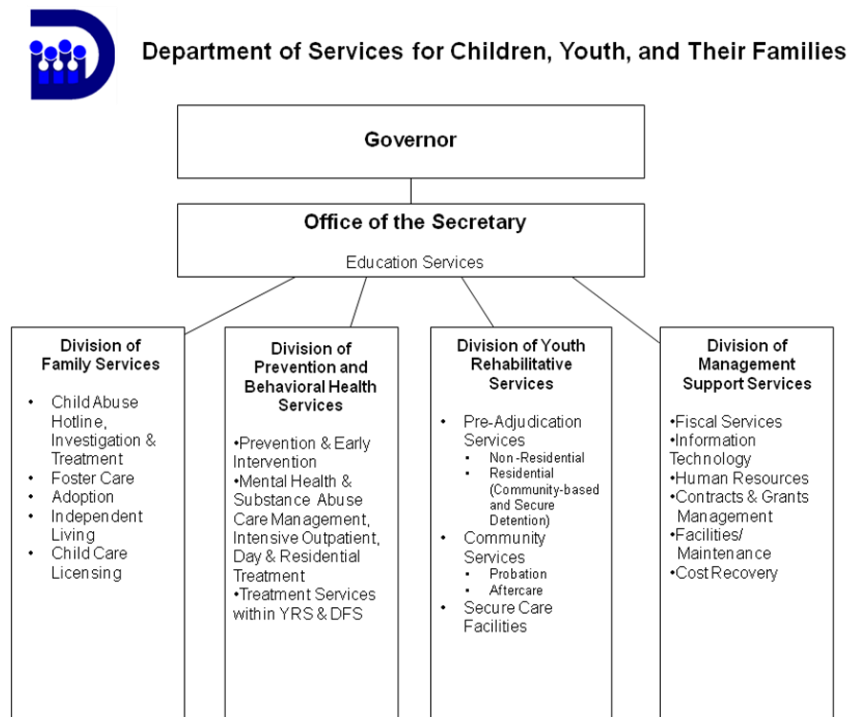
Of Delaware's approximately 204,250 children under the age of 18, the three service divisions served approximately 20,000 unduplicated individual children during FY 2009. On any particular day, DSCYF served an average of about 7,500 children. For example, on December 31, 2009, the Divisions served 7,557 children singly or jointly as shown in Figure 2 below.

Figure 2: Children Served by DSCYF—December 31, 2009



2.4 Organizational Chart

Figure 3: DSCYF Organizational Chart



2.5 Core Services

The Department provides services in five core areas that parallel DSCYF's children and youth customer segments:

2.5.1 Core Service #1: Child Protective Services

(Delaware Code: Title 29, Chapter 90)

Child protective services include: investigation of alleged abuse, neglect, or dependency; out-of-home placement as necessary; in-home treatment; and adoption. The desired outcomes include safety, a reduction of reabuse; timely reunification with family when appropriate; and timely achievement of permanency either through adoption, guardianship, or long-term foster care (referred to as Alternative Planned Permanent Living Arrangement [APPLA]).

2.5.2 Core Service #2: Juvenile Justice Services

(Delaware Code: Title 29, Chapter 90)

Juvenile justice services include: detention, institutional care, probation, and aftercare services consistent with adjudication. The desired outcome is the reduction of subsequent rearrests/offenses (recidivism rates).

2.5.3 Core Services #3: Child Mental/Behavioral Health Services

(Delaware Code: Title 29, Chapter 90)

Child mental/behavioral health services include: crisis services; outpatient treatment; day treatment; and residential mental health, drug, and alcohol treatment. DSCYF strives to provide accessible, effective mental health/behavioral services for children in collaboration with families and service partners. The desired outcome is to enable children and caregivers to address or overcome presenting issues to achieve the most appropriate level of functioning and behavioral adjustment in the least restrictive, most appropriate environment possible.

2.5.4 Core Services #4: Prevention and Early Intervention Services

(Delaware Code: Title 29, Chapter 90)

Prevention and early intervention services include: training, school-based intervention (K-3); public education, and contracted services aimed at preventing child abuse, neglect, dependency, juvenile delinquency, and drug and alcohol abuse among children and youth. Programs to link families with community resources to help reduce the risk of abuse and neglect are provided with funds authorized through the Safe and Stable Families Act. The desired outcomes include prevention of service entry or service reentry in one or more of the above three core services.

2.5.5 Core Service #5: Child Care Licensing

(Delaware Code: Title 31, Chapter 3 and Title 11, Chapter 85)

Child care licensing services include: licensing of all child care facilities where regular child care services are provided by adults unrelated to the child and for which the adults are compensated; and criminal history and/or Child Protection Registry checks for all DSCYF employees, foster care parents, adoptive parents, contracted client services and licensed child care providers, licensed child care provider employees, licensed child care provider household members, and health care and public school employees with direct access to children or vulnerable adults. The desired outcomes are quality child care; child care facilities that meet Delacare Standards; and the protection of children in child care, residential, health care, or educational facilities from harmful acts of adults with criminal and/or founded child abuse registry histories.

3 Integrated Children Services System

3.1 Introduction

The State of Delaware and DSCYF are moving toward an Integrated Children Services approach that integrates child welfare, child mental health, and juvenile justice under a single case management umbrella for at-risk children and their families. Broadly defined, an Integrated Children Services system is a comprehensive spectrum of child welfare, juvenile justice, and prevention and behavioral health services that are organized into a coordinated network to meet the multiple and changing needs of children and adolescents in Delaware. An effective management information system is a critical feature of that infrastructure.

In 1992, DSCYF initiated the development of the Family and Child Tracking System (FACTS) as the management information system for children's services. Three quarters of the development and startup costs were paid by the Federal Government through the Statewide Automated Child Welfare Information System (SACWIS) initiative.

DSCYF staff has invested time and effort over the last six years researching, planning, designing, and laying the foundation to better integrate services for Delaware's at-risk children. During this period, national experts in the fields of child welfare, child mental health and juvenile justice were invited to Delaware to examine the systems and to make recommendations for improvements. In 2003, The Health Care Reform Tracking Project highlighted FACTS as a promising approach to accountability—having a data system capable of driving data-informed decisions.

To date, FACTS has been an effective SACWIS system but it does not fully support implementation of an Integrated Children Services system because children and their families have multiple needs that cross multiple service domains. To support such a framework, information systems need to be able to track services for children and their families across domains and make data readily available at various levels. In Delaware, FACTS II must support an integrated children services system that encompasses prevention, mental health, substance abuse treatment, juvenile justice, and child welfare.

As noted, FACTS was primarily designed as a SACWIS system and as such, it is designed around very specific service delivery tasks geared toward achieving child welfare-specific program goals. Many of the data elements and related functionalities, however, are consistent with those required by the other divisions of DSCYF.

3.2 Integrated Children's Services – the DSCYF Business Model

The DSCYF Business Model is a set of case management activities that are implemented using an integrated services approach. Simply stated, the case management business model identifies what is done and how it is done. The business model supports a unified and fully integrated case management workflow, as compared to the multiple parallel processes that are currently operational in the Department. The new business model takes

a more holistic view of the needs of the children and families served as well as a broader conceptualization of the services and supports available throughout the community. Figure 4 shows the conceptual flow for components of case management using the Integrated Children's Services business model. Process flows indicating how core functions are expected to work in FACTS II will be available at the Bidders' conference for vendors that sign a non-disclosure agreement. An integrated children's services approach may be compared to a customer relationship management system where authorized personnel can view the services provided to the children or families and be able to see all of the services, activities, offerings, and success factors in one place.

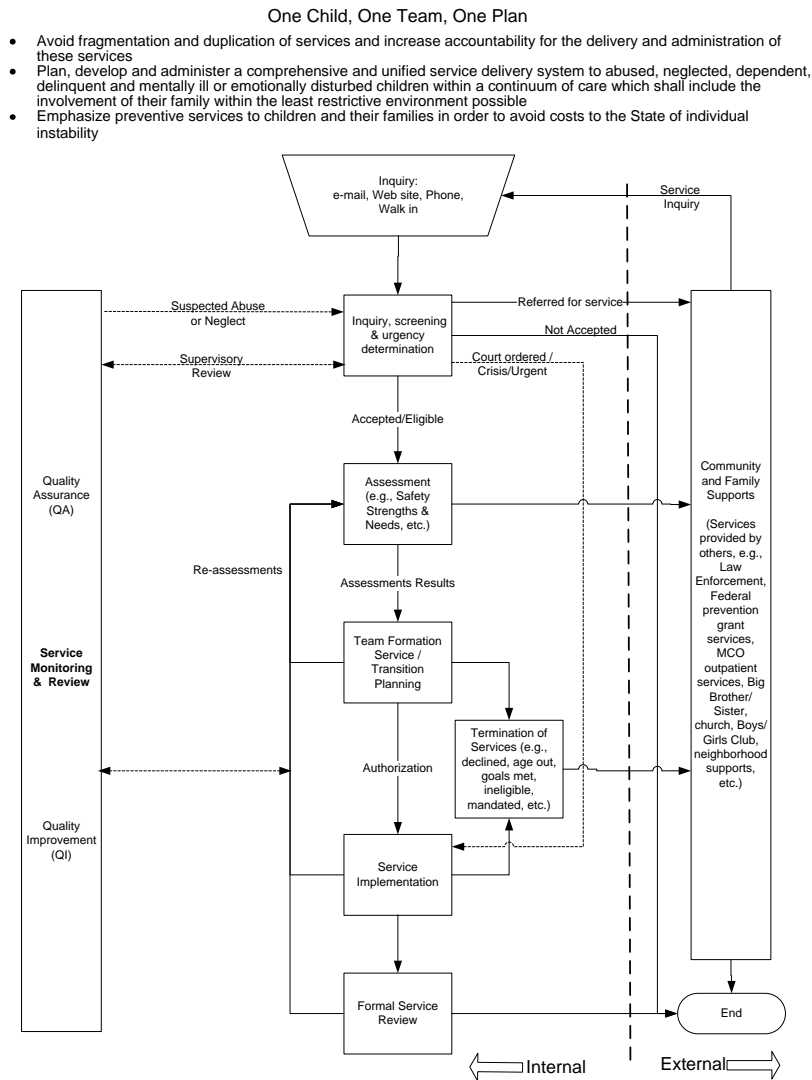
The Delaware Integrated Children Services approach is a multidisciplinary team approach that coalesces around the child and family at times of need to provide services according to the following integrated service principles.

- Practice is Individualized. An individualized plan means unique identification of strengths, needs, goals, and actions.
- Services are Appropriate in Type and Duration. This principle emphasizes the importance of screening to identify what services (both formal and informal) are appropriate and once services are identified, the need to identify what the desired outcomes or goals are of that service and begin monitoring.
- Child Centered and Family Focused. Child centered means looking at the child holistically across all domains (home, school, physical health, mental health, legal, spiritual, and vocational). Family focused emphasizes the importance of engaging parents/caregivers in the planning/decision making process. Parents must be a part of the process, not only for their knowledge of and expertise about their child, but also to gain their support (buy-in) of the plan, which will increase the likelihood of its being a successful plan. Parents/caregivers need to have access to the planning/decision making process, have a voice, and be heard in the planning/decision making process to have ownership of the plan.
- Care of Community-based. This principle emphasizes early identification and intervention supports to schools, daycares, and early health providers. It means acknowledging that children do better in family-like settings.
- Care is Culturally Competent. This principle focuses on acknowledging that families are unique based on race, ethnic backgrounds, family traditions, values, and beliefs. Discovering how a family is unique and what is important to them will assist in identifying services that work best for the child and fit the family's lifestyle.
- Care is Seamless, Within and Across Systems. How services interface and how systems interact should be invisible to families. Families do not care where a service comes from or who is paying for it. They care if the service will meet their needs and if it will be implemented in a timely manner.
- Teams Develop and Manage Care. Integrated services use a team approach. The teams can be as small the child, parent/caregiver, case managers, and an informal support, or as large as the child, parents/caregivers, multiple case managers and formal supports (school staff, mental health providers, support services, etc.), and

multiple informal supports (extended family members, friends, clergy, etc.). The team changes as the needs of the child change. This principle also places an emphasis on informal supports. It is the informal supports (friends, family) that will be with the family supporting them, long after the formal supports end.

The key attributes of FACTS II will be that it is a management information system that supports: best practices endorsed by the varying disciplines operating within an integrated children's services model; holistic services for children and families in need; comprehensive multi-disciplinary assessments; inclusion of families as partners at all levels of the system; joint funding to maximize services and supports; a multidisciplinary approach to planning and service delivery; the engagement of a skilled workforce; an emphasis on low caseloads; the use of local resources and local decision-making; creative problem solving; teamwork and collaboration; and service delivery in the least restrictive settings.

Figure 4: Integrated Children's Services Business Model



The FACTS II redesign to support the new business model needs to emphasize management of integrated children's services and the security/privacy of information within an effective management information system that will meet the following standards:

- Includes mechanisms for continuous review and modification of clinical and functional processes;
- Facilitates and supports data collection and access at care coordination and treatment levels;
- Provides tools for accurate and timely assessment and other data to support service planning activities and quality assurance management;
- Incorporates performance indicators that meet the requirements for Medicaid waivers and other administrative reporting elements;
- Provides timely input and feedback to staff, providers, parents, other child serving systems, and key stakeholders such as advocates;
- Provides adequate resources for additional personnel and training for enhanced or new skill development;
- Facilitates management of the challenge of balancing quality, child and family outcomes, and costs;
- Provides a system solution that will be readily adaptable to changing business needs, but which will minimize ongoing maintenance costs, ensure a stable upgrade path, and allow for integration of other systems and functionality in the future;
- Incorporates best practices of services industries to facilitate improvement in the way DSCYF conducts its operations and business functions, including providing an integrated approach to the First State Financial System and HR system that have been implemented by the State;
- Enables collaboration in client care (treatment and planning) through integration with contracted service providers systems; Due consideration must be made regarding the identification and authorization of partner service providers.
- Utilization of existing and upcoming collaboration tools must be considered. Such as, instant messaging, video conferences, etc
- Provides remote real-time access by front-line workers;
- Minimizes complexity and unique functionality and processes, particularly for security and confidentiality policies, as well as administrative functions (worker time management, procurement and accounting, records management (Including images, e-mails, digitally captured phone calls, Unified Communications, Instant Messages, and document management as appropriate), etc.).
- Provides audit functionality to track access and changes to the information in the system. This capability must be traceable back to an individual person.

In summary, the Delaware Department of Services to Children, Youth and their Families needs to replace their current FACTS with a redesign solution, to better integrate the business and information technology requirements that will more fully support an Integrated Children's Services model. The existing FACTS solution, while incorporating functionality necessary for each of the Divisions, was developed in independent modules

Comment [JAS1]: Due consideration must be made regarding the identification and authorization of partner service providers

Comment [JAS2]: Presence and persistence will play an important role in reducing the remote workers complexity.

Comment [JAS3]: Including images, e-mails, digitally captured phone calls (Unified Communications), Instant Messages, and document management

Comment [JAS4]: Provides audit functionality to track access and changes to the information in the system. This capability must be traceable back to an individual person.



so that the resulting system does not adequately support an integrated solution for the entire Department. DSCYF has a vision of an integrated services model - and is eager to design and implement an information system that will support this vision and model.

4. FACTS II Design, Development and Implementation Project Description

The FACTS II solution will be a web-based, event-driven case management system with automated workflow functionality to provide support for DSCYF's integrated children's services business model. FACTS II must be viewed as a living system where the appropriate DSCYF management can, in real time, adjust processes, queues, metrics and measures as needed.

The anticipated benefits of FACTS II include:

- Full data integration in a simplified system;
- Earlier detection of client needs for better service planning;
- A uniform case management process;
- Easier access to client and financial process and outcome information; and,
- Use of new technologies for easier application interfaces, system maintenance, reports and reporting, and enhancements.

4.1 Project Overview

The current data system, FACTS is built on segregated organizational requirements that do not adequately support the integrated children's services business model. The segregation at times extends to the data structures which can cause duplicate and contradictory data. Although it was designed to meet federal requirements, it does not meet new and emerging business needs, including adequate access for service providers and effective interfaces with other agencies (e.g., the State financial and human resource systems). Additionally, it is written in Team Developer (formerly known as CENTURA), which DSCYF has learned is supported by very few vendors with the necessary SACWIS experience. Consequently, DSCYF has decided to replace it with a system that supports the Department's business needs and utilizes current technologies that are widely supported.

The FACTS II system will be designed to include all required components within an integrated children's services business model. This model is in compliance with federal guidelines supporting the move toward the integration of children's service programs. FACTS II will integrate Child Protection/Child Welfare SACWIS requirements with Juvenile Justice, Child Mental/Behavioral Health, Prevention and Early Intervention, and Child Care Licensing components, to ensure that the new system supports the Department's child-centric integrated services business model. This new model will require consistent, integrated data and must be able to identify the authoritative source of the data. Tools and functionality must be built into the system that will enable authorized business managers to identify and resolve data or information inconsistencies.

4.2 Business Objectives

The Department has conducted an extensive restructuring of business practices in support of the implementation of the integrated children's services model. The restructuring has

resulted in changes to case management practices and service philosophy, daily operations, data capture, case management workflow, and querying and reporting. The Department has initiated these changes internally. Other state agencies such as Department of Health and Social Services (DHSS), Department of Education (DOE), Courts Organized To Serve (COTS), Delaware Criminal Justice Information System (DELJIS) and others have also begun changing their practices in support of integrated practices within a statewide coordinated case management system. A formal Organizational Change Management initiative will be launched to support the Department during the transition to the new model.

FACTS II will be designed to meet the following federal program business objectives:

- To meet state reporting-requirements and federally-mandated requirements governed by Statewide Automated Child Welfare Information Systems (SACWIS),
- National Child Abuse and Neglect Data System (NCANDS),
- Adoption and Foster Care Analysis and Reporting System (AFCARS),
- Title IV-E, Title XIX, Medicaid,
- National Youth in Transition Database (NYTD),
- Substance Abuse and Mental Health Services Administration (SAMHSA),
- Health Insurance Portability and Accountability Act (HIPAA),
- Office of Juvenile Justice and Delinquency Prevention (OJJDP), etc.;
- To coordinate federally-assisted programs and services;
- To promote easier access to, and identification of, client needs across divisions;
- To provide better coordination of integrated service planning and delivery for children across DSCYF divisions; and
- To support increased capture of client outcome data to permit improved program and case management.

4.3 Functional Objectives

Because of its limitations in supporting the emergent integrated services model, the current FACTS system is supplemented by both manual and stand-alone electronic data collection processes that may preclude consistent case management processes and data collection practices.

The functional objectives of the FACTS II system focus on the ability for authorized users, both internal and external to the department to:

- Access, in a secure manner, a single source to view case events, service planning and delivery, placement, and other information relevant to a child case;
- Record case management activities using a consistent, unified method; and,
- Streamline their data collection and report generation processes.

4.4 FACTS II DD&I Vendor General Scope and Deliverables

DSCYF is changing its service delivery model to an integrated services approach in order to more fully achieve its legislative mandate to integrate services to at-risk children and

families. For the past 10 years, DSCYF services have been supported by the Family and Child Tracking System (FACTS), a Statewide Automated Child Welfare Information System (SACWIS) that provides comprehensive functionality and is nearing certification as compliant with Federal regulations. However, the structure of FACTS does not fully support the delivery of services in an integrated manner.

The FACTS II solution to be developed will meet the following functional objectives:

- To support the planning and delivery of integrated services using an Integrated Children's Service model;
- To utilize a standard screening process, using standardized definitions, with a single screening record per family group that integrates the individualized screening for all family members;
- To plan for services using a single integrated service plan per family group that addresses all needs identified in the assessment process, identifies expected outcomes and timeframes, and supports the monitoring of service effectiveness; and,
- To use a multidisciplinary team of assigned DSCYF and provider staff, and family and informal supports to oversee and conduct the delivery of all services to each family, with a primary DSCYF caseworker coordinating the delivery of all identified services in accordance with the integrated plan developed by the multidisciplinary team.

The FACTS II solution will meet the following technical objectives:

- To create a flexible, easily maintained n-tiered, web-browser based system utilizing current technology that is broadly supported;
- To follow a structured life cycle approach and best-practice development models and methods;
- To utilize, where possible and practical, Commercial-Off-The-Shelf (COTS) products that are fully integrated into a proven best-of-breed solution and in compliance with 45 CFR 95.617;
- To utilize an Integrated Applications Development Environment based upon a widely-used and supported language such as Java, .Net, etc, that fits well with currently foreseeable computer environments and
- To accurately convert DSCYF's existing data from FACTS and mission-critical supplemental systems.

5 Project Manager Services Vendor Scope of work

This section describes the general scope of work that the FACTS II Project Manager Services Bidder will be expected to perform during the FACTS II DD & I Project. While all topics in this section must be comprehensively addressed in the Project Manager Services Bidder's proposal, Bidders may realign the Associated Deliverables structure. If Bidders propose an alternative deliverables structure, they must clearly demonstrate how the content defined for each deliverable will be met with their alternative proposal. The successful Bidder will have the responsibility for Project Management for an Integrated Children's Services solution for Delaware that meets the requirements described in the FACTS II DD&I RFP.

5.1 Background/Project Expectations

The successful bidder will aid DSCYF in the successful development of the FACTS II Project by providing Project Management and consulting services support to meet the following needs:

- Assist DSCYF in project planning activities consistent with State of Delaware Project Management methodology. The state has established PM processes under the guidelines of PMBOK
- FACTS II will be developed consistent with Integrated Case Management principles
- DSCYF FACTS II requirements are met
- Maintain Federal certification and compliance with all Federal reporting requirements
- Maintain and track project Schedule and Budget
- Maintain and monitor Project Risk and Issues registers, propose mitigation strategies
- Monitor the project scope and administer the change order process

The emphasis of this contract is continual monitoring and feedback to the DSCYF FACTS II Project Director, and the FACTS II Project Committee on the entire process for the design, development and implementation of FACTS II. The FACTS II DD&I Contractor is responsible for the transfer and/or development of the system (including re-engineering of the DSCYF technical environment). The project's deliverables and outcomes, budget, and schedule will be continually tracked and evaluated by the Contracted Project Manager being solicited through this procurement.

The Contracted Project Manager will be responsible for the daily management of the FACTS II Project, verifying that the Design, Development, and Implementation (DD&I) phase of the project is proceeding as planned, on time and on budget and that the right system is being delivered. As a result of the services of the Contracted Project Manager, DSCYF can expect that FACTS II will be delivered as planned, work as intended, and will meet SACWIS and other applicable certifications.

During the project, the Contracted Project Manager will provide counsel and guidance to the Project Director and the FACTS II Project Committee on project direction and progress, costs issues, change order issues, state/development contractor disputes, implementation Go/No Go recommendations, and other project issues.

The Contracted Project Manager is responsible for day-to-day monitoring of the project; and working with the selected DD & I Vendor: planning and management of Project team activities to ensure that the project runs efficiently, meeting dates, and budget objectives.

5.2 Major Services.

This section outlines specific activities which must be conducted for the duration of the FACTS II DD & I effort. Continuity of monitoring the performance of the FACTS II DD & I contractor and the quality of FACTS II System is critical to Project's success. The Contracted Project Manager will be responsible for:

- Working with the DSCYF FACTS II Project Director and the FACTS II Project Committee in the development of a proposed Work Breakdown structure defining proposed FACTS II and the development effort
- Working with the DSCYF FACTS II Project Director and the FACTS II Project Committee in the updating of the FACTS II project management plans that include:
 - FACTS II Resource Management Plan
 - FACTS II Procurement Management Plan
 - FACTS II Quality Management Plan (predominately the responsibility of the Q A Vendor)
 - FACTS II Scope Management Plan
 - FACTS II Risk Management Plan
 - FACTS II Cost Management Plan
 - FACTS II Project Communications Plan (predominately the responsibility of the Change Management Specialist Vendor)
 - FACTS II Project Change Management Plan
 - FACTS II Schedule
- Monitoring the DD&I contractor's performance without directly causing or affecting any changes to the DD&I Contractor's contract
- Preparing appropriate documentation as defined by DSCYF
- Ensuring that FACTS II is developed on time and on budget
- Ensuring system deliverables and documentation is developed according to the stated project plan
- Working with the FACTS II DD & I vendor on the creation of project plans, timelines and budgets Providing subject matter and project management expertise to assist DSCYF successfully complete the FACTS II Project in the planned manner.

DSCYF expects ongoing regular contact with the Contracted Project Manager and, at least, weekly strategy sessions to discuss status, problems or potential issues, solution

options, and the Contracted Project Manager's recommendations. The Contracted Project Manager will provide bi-weekly status reports.

The Contracted Project Manager may monitor all committees and workgroups throughout the project. The Contracted Project Manager will work closely and cooperatively with the DD&I Contractor, the DSCYF FACTS II Project Committee the DSCYF Strategic Information System Manager (SISM), and other State staff as needed.

The Contracted Project Manager will be prepared to produce a FACTS II Status Report on any task, at any time, if it is required to do so within 4 hours. DSCYF expects the Project Manager contractor to immediately report to the DSCYF Project Director any situation from any area that needs immediate attention to prevent an adverse effect on the quality, schedule, or budget of the project.

5.3 Project Deliverables

5.3.1 Project Initiation

The following deliverables are required during the Project Initiation Phase, unless otherwise noted:

- The Contracted Project Manager will review the project milestones with the DD&I contractor and provide written comments and feedback.
- Recommendations Regarding the DD& I Contractor's Project Plan, Deliverables, and Milestones.
- The Contracted Project Manager will participate along with the DD& I contractors and DSCYF's FACTS II Project Director in the development of Project Plan, schedules, final budget, Deliverables, and Milestones.

Project Quality Assurance Planning Review and Recommendations

The Contracted Project Manager shall review the FACTS II Quality Assurance Plan, schedules and deliverables developed by the FACTS II Quality Assurance Vendor, and FACTS II DD&I contractor. The Contracted Project Manager will integrate the quality assurance schedule and plan into the overall project plan.

5.3.2 Responsibilities throughout the Design Development and Implementation phase:

The contracted Project Manager will be responsible for the day to day supervision of all aspects of the FACTS II Project, and the management of the FACTS II project's progress against the Schedule and Budget. In addition, the contracted Project Manager will manage and maintain the Projects Issue and Risk registers

Risk and Issue Management

The Contracted Project Manager will provide an overall evaluation of the risk and

issues registries, and on a periodic basis (bi-monthly) conduct periodic project risk assessments with the Project team, particularly related to technical development and document results with updates to the Project Risk Register.

Monitoring progress

The Contracted Project Manager will monitor progress of the FACTS II of the project against the project schedule, making appropriate adjustments and republishing the project schedule as necessary in accordance to the direction of the Project Director, and weekly updating the Project Schedule.

Providing operational supervision of project

The Contracted Project Manager will assist The Project Director with overall project control including the monitoring of technical plans and ensuring completion and the coordination of Quality Assurance, Design Development & Implementation, and Change Management resources.

DD & I Vendor Administration

The Contracted Project Manager will provide first level of oversight of the DD & I Vendor.

- Review deliverables as they relate to technical solutions and provide written comment based on feasibility of proposed approach/content
- Identify and monitor technical risks and provide mitigation strategies/alternate approaches, maintain weekly updates of the risk register
- Track project deliverables and ensure that they are met to the satisfaction of the customer. Identify any variances against the project schedule and update the schedule appropriately

Project Management Consulting

The Contracted Project Manager will provide advice to clients and team members in various areas of project execution, and also perform other advisory functions, such as: business process controls reviews, project management assessments, and compliance reviews

5.4 Reporting and Administrative Requirements during the FACTS II Project

5.4.1 Weekly Status Reports and Project Work Plan Updates:

Submitted during the contract period to the FACTS II Project Director. Status reports should include, at a minimum:

- Activities initiated, in progress, or completed during the reporting period;
- Deliverable status
- Staffing updates
- Summaries of risks/issues
- Schedule updates
- Budget Updates

5.4.2 Monthly Progress Reports

The Contracted Project Manager shall submit a Monthly FACTS II Status and Progress Report to the FACTS II Project Committee and the DSCYF FACTS II Project Director concerning the quality and timeliness of the DD&I Contractor's deliverables. In addition, the FACTS II Status and Progress Report shall contain the following information: Agency Acronym, functional area acronym, reporting period and "Status and Progress Report" to be included in email subject line.

- Work accomplished during the reporting period
- Deliverable progress, as a percentage of completion
- Continuously tracking of issues and risks assigned to the Project Manager Services Vendor with bi-weekly updates of the issue status log that include:
 - Issue and date and person who identified issue
 - A rating of the consequence of the issue as critical to project success, important to project success, or important to project functionality
 - Recommendations for resolving issue/risk
 - Date recommendation communicated to FACTS II Project Director and DD&I contractor as appropriate
 - Date of response from DSCYF and DD&I contractor
 - Date issue was resolved, rejected, or closed
- Metrics tracked by Contracted Project Manager: defects, issues, change orders
- Planned activities for the next reporting period
- An accounting report for the current reporting period and a cumulative summary of the totals for both the current and previous reporting periods. The accounting report shall include amounts invoiced-to-date and paid-to-date for the QA contractor.
- Gantt chart, updated from original to show actual progress; as applicable, explanations for variances and plan for completion on schedule for the QA contractor.

5.4.3 Attendance at Meetings

During the course of this project, a Contracted Project Manager will be required at a minimum to attend (either in person, via conference call, or by video conferencing) weekly project management and FACTS II Project Committee meetings in Delaware. Other meetings, such as issue resolution and task priority meetings will be arranged by the Department as necessary.

5.4.4 Deliverable Format

All Contracted Project Manager deliverables will be submitted in both hardcopy one (1) unbound original and an electronic copy on CD using DSCYF MIS's standard software products (Microsoft's Word, Excel, Access, VISIO, and PowerPoint). All deliverables will be submitted to the DSCYF Project Director (SISM).

5.5 Invoice and Payments

Invoices and payments to the Contracted Project Manager shall be governed by the terms and conditions defined in the Contract. Invoices for payment shall contain the Contracted Project Manager's Federal Employer Identification Number (FEIN), as well as the information described below, and must be submitted to the DSCYF Project Directors.

Submission Schedule:

The Contracted Project Manager shall submit invoices for hours worked on or before the fifteenth and the thirtieth day of the month. A signed copy of the timesheets shall accompany all invoices submitted for payment.

Invoice Submission Requirements/Procedures:

This procedure consists of the following requirements and steps:

- The invoice shall identify the contracting State Agency, key project milestones involved and associated deliverable descriptions of work completed or in progress, associated PO Number, date of invoice, period of performance covered by the invoice, and a contractor Point Of Contact (POC) and phone number.
- The Contracted Project Manager shall send the original of each invoice submitted for payment to the DSCYF Manager to the following address:

John Glancey
DSCYF SISM and FACTS II Project Director
Faulkland Road
Wilmington, DE 19805

Invoices for final payment shall be clearly marked as final and submitted when all work requirements have been completed and no further charges are to be incurred under the Contracted Project Manager contract. In no event shall any invoices be submitted later than sixty calendar days after the contract termination date.

6 Proposal Submission

6.1 Work Space

Work space is being provided by DSCYF. Bidders should describe hardware, software, supplies, and special needs necessary for this procurement.

6.2 The Project Manager Time, Commitment, and Availability

Then Contracted Project Manager must sign the Department's client confidentiality and information system security agreements and complete the Drug Screening process, Criminal History Background and Child Protection Registry Checks as required by the State of Delaware.

The Contracted Project Manager identified as available for assignment to the FACTS II Project must be assigned until the tasks have been completed and approved unless:

- the individual terminates his employment, or
- the individual becomes physically or mentally unable to carry out the duties assigned, or
- the State's FACTS II Project Director requests that the individual be removed from the project.

The FACTS II Design, Development and Implementation Project is expected to last four years. In addition, a SACWIS certification review will take place possibly within the first year of implementation.

The State of Delaware expects the Contracted Project Manager to be available on-site for the length of the project. When not possible and with prior approval from DSCYF, participation by conference call or via video conferencing may be acceptable.

The Contracted Project Manager bidder will submit a schedule of projected hours for the project. The schedule should indicate the number of hours the Contracted Project Manager will be present at the Delaware FACTS II Project site. Hours for off-site activity should be clearly identified as off-site with the tasks to be accomplished clearly delineated, all subject to DSCYF approvals.

6.3 Proposal Response Requirements

The Department is seeking a response from FACTS II Project Manager Services bidders to the following specific items/questions:

- Include a narrative description of the proposed effort and a list of services and deliverables to be provided
- Describe your approach to working with a DD & I vendor and the QA Vendor, explain how you would manage them to meet the major deliverable time frames for project deliverables. Include any and all capabilities possessed to perform the required services.
- Describe all work you have done in Delaware and provide contact references

- Describe all your SACWIS, Child Mental Health, Youth Rehabilitation, and general Child Social Service experience and provide contact references
- Describe all your Project Management experience and provide contact references
- Explain your approach to ensure FACTS II Project will be brought in on budget and on time
- Describe your approach to issues management, including the methodology, and escalation process
- Describe your approach to risk assessment, mitigation, and management, including methodology and recommended tool(s)
- Bidders should identify their overall Project Management strategies and should demonstrate their ability and commitment to support the development of FACTS II successfully. This section should address, at a minimum, the following elements:
 - Approach to Progress Reporting;
 - Anticipated use of project documentation and working papers;
 - Procedures for risk assessment, mitigation, and control;
 - Problem, issue identification, communication
 - Quality control review and management approach;
 - Maintenance of an up-to-date on-schedule, Quality Management plan; and,
 - DSCYF review meetings and feedback.

6.4 Proposal Format

Bidders should refer to the following sections to ensure that submitted proposals include the required content and format.

- Section 1.3.6 – Proposal Instructions;
- Appendix A – Bidder's Forms.

These instructions have been designed to establish a format that will include pertinent information necessary to the understanding and evaluation of each Bidder's proposal. Proposals should present a concise, straightforward description of the Bidder's capabilities and ability to satisfy the RFP requirements.

Submitted proposals must include an accurate, complete, and current representation of the Bidder's organization and capabilities. Incomplete information or misrepresentation of proposal data will be grounds for disqualification or rejection of the proposal.

6.5 Proposal Content

Each proposal must include the sections listed below.

- Transmittal Letter
- Table of contents
- Introduction
- Summary of the Bidder's Understanding of the Project Scope
- Bidder's Approach to the Project
- Bidders Qualification
- Key Factors Influencing Bidder's Approach

- Approach to Project Planning and Management
- Approach to Project Management and Control Procedures,
- Approach to Quality Management Plan update
- Bidder's Qualifications and Credentials as Related to the Proposal;
- Résumés of the Bidder
- Attachments

The proposal must follow the outline presented below.

6.5.1 Transmittal Letter

The transmittal letter should be printed on the Bidder's official company letterhead and signed by an authorized company officer who is empowered to bind the company. The transmittal letter should contain the elements listed below; failure to include these elements may result in disqualification or rejection of the proposal.

Confirmation that the Bidder will comply with all provisions of the RFP;

- Acceptance of the RFP contract terms, specifically noting any exceptions or additional provisions requested;
- Certification that the proposed pricing was developed without any collusion or conflict of interest;
- Verification that the successful Bidder, as the Contracted Project Manager, assumes total responsibility for the scope of work identified in the RFP, proposal, and executed contract, and that the licenses of any proposed software, tools, or utilities acquired to accomplish this engagement are the property of the State of Delaware;
- Identification of any sections containing proprietary information that should not be made available under the Freedom of Information Act; and,

Confirmation that no relationship exists or will exist during the contract period between the Bidder and any other person or organization that constitutes a conflict of interest or that would interfere with fair competition

6.5.2 Table of Contents

Proposals must include a table of contents.

6.5.2 Introduction

The Introduction should act as the executive summary. It should contain a comprehensive, concise summary of the Bidder's proposal. The Introduction should contain, at a minimum, an overview of the Bidder's organization, if applicable (background, financial status, human resource capabilities, availability to provide the proposed solution), understanding of the project, descriptions of all previous work completed in Delaware for any State agency, methodologies, timelines, and proposed staffing.

6.5.3 Summary of the Bidder's Understanding of the Project Scope

This section should describe the Bidder's understanding of DSCYF's mission, vision, needs, and objectives as related to the development of the FACTS II software solution. Bidders must provide enough detail in this section to confirm that their organization understands the Integrated Children's Services business model and can provide Project Management Services ensure that the software solution developed successfully supports this business model.

The Bidder should briefly describe previous experience in Project Management efforts involving similar solutions, both from a technical and a business perspective. The Bidder should demonstrate a comprehensive understanding of DSCYF's current challenges and the issues that will be resolved with the implementation of FACTS II. Additionally, Bidders should be able to demonstrate previous successes with similar efforts and the capability to provide comparable quality services with their proposed solutions.

6.5.4 Bidder's Approach to the Project

This section should provide a detailed description of the Bidder's approach to the Project Management of the FACTS II project. Specifically, the Bidder should describe how they have been successful in a project of similar size and scope and, how their approach can be enhanced to accommodate DSCYF requirements.

Bidders are required to describe their approach to Project Management with detail sufficient to assure DSCYF that the Bidder has the required experience and expertise to successfully complete the project. The Bidder should include a statement of the bidding organization's philosophy and should describe how this engagement is viewed from the perspective of the Bidder's overall corporate structure.

6.5.5 Bidders Qualifications

In this section Bidders should describe their experience in IT project management as well as experience in the area of SACWIS, Child Welfare, Child Mental Health and Juvenile Justice systems development and implementation.

- Key Factors Influencing Bidder's Organizational Approach
- Project Management Skill Sets

Project Management	Project management training and experience.
Skill Set	<ul style="list-style-type: none"> • IT Experience • IT Management Experience • Direct Supervision IT Software Development, Operations/Maintenance of Systems • Large Scale System Development • Large Scale Systems Project Management • Prior SACWIS, Child Welfare, Child Mental Health and Juvenile Justice system experience • Enterprise IT planning • Strong leadership, communication & coordination skills to supervise activities of business analysts, design teams, developers, testers & other IT professionals throughout the SDLC process

In their proposals, Bidders should describe any previous experience in preparing supporting documentation supporting Federal reviews of SACWIS solutions. If applicable, Bidders should describe the role of any subcontractors identified in their proposals. Descriptions of the subcontractor organization and staff members should follow the format specified for the Bidder organization.

Bidders should describe, in detail, their experience in successful Project Management engagements in human services information technology projects similar in scope and size to the FACTS II Project.

Three examples of previous projects should be cited that are specifically related to the FACTS II Project (i.e., SACWIS, Child Mental Health Behavioral Services, Youth Rehabilitative Services or Integrated Service delivery models) or that are as difficult in scope and complexity. Additionally, Bidders should cite any/all previous work experience in the State of Delaware, regardless of the scope or size of the project(s), and should provide contact information of the State agency(ies). Bidders are required to complete Project Experience forms to include with this section (reference *Appendix A: Bidder's Instructions and Forms*).

Project examples cited should demonstrate that the Bidder meets the following *minimum* requirements:

- Experience in managing software projects through the full Software Development Life Cycle (SDLC), from inception through deployment, of IT solutions of similar scope and complexity. This requirement must be met by the Bidder; subcontractor experience may supplement, but not replace, Bidder experience.
- Experience in Health and Human Services computer applications development, with an emphasis on SACWIS solutions and/or the Integrated Service delivery models, Child Mental Health Behavioral Services, Youth Rehabilitative Services, and Child Welfare.

6.5.6 Résumé of the Bidder's Proposed Contracted Project Manager

Bidders should enclose a résumé for the person anticipated to be assigned to the project and should include specific information on experience and roles in any Enterprise, SACWIS, Child Care Assistance, Juvenile Justice, Child Behavioral/Mental Health, System of Care, and/or any State of Delaware projects. Bidders agree that named staff will participate on the project at the level and duration specified unless agreement is provided in writing by the Department to allow substitutions or other changes. Bidders further agree that the Department will obtain a criminal background and Child Protection Registry check prior to Contracted Project Manager access to confidential and sensitive data.

Bidders should identify other engagement obligations, either current or anticipated as well as a strategy for managing any scheduling or contract conflicts.

The résumé submitted should be detailed and comprehensive. Specifically, the résumé should include:

- Chronological history of experience in systems development life cycle, as applicable to role. Experience in the Bidder's proposed technology framework should be clearly delineated.
- Education, training, and certification details.
- Expertise in enterprise solutions.
- Anticipated role and level of participation on the FACTS II project.
- Experience with SACWIS, child welfare, provider licensing, juvenile justice, child mental and behavioral health, prevention, and/or integrated children's service business concepts.

Contact information (name, title, organization, mailing address, phone, and email) for business references from projects similar in size and scope to the FACTS II project. Individuals listed as references will be able to provide detailed observations regarding the proposed person's subject matter knowledge, technical and analytical skills, written and oral communication skills, and performance on similar projects. At least one reference should be for a current or recent project (i.e., within the last two years).

If any work has been previously conducted in the State of Delaware, Bidders should provide contact information for the project(s). Reference *Appendix A: Bidder's Instructions and Forms "Project Personnel"* section when responding to this section.

The State retains the right to accept or reject all proposed project personnel and to remove staff from the project, as necessary. The State reserves the right to request another staffing resource for any reason.

6.6 Business Proposal – Cost and Pricing Analysis

The business proposal must contain a best estimate detailed breakdown of all anticipated costs incorporated in the Budget and Cost Structure submitted by the Bidder. The Bidder must state that the rates contained in the proposal are firm valid from the time the proposal is submitted until either a final contract is negotiated or until the procurement is canceled. The Bidder must verify that the costs are current, comprehensive, and accurately include rates based on experience with Project Management of projects of this magnitude and nature.

Costs should be delineated in detail at fully burdened rates and overhead expenditures.

6.6.1 Supplemental Costs

The Department anticipates certain supplemental costs that may impact either the Bidder's proposed project cost or the Department's overhead. Where applicable, the Bidder should provide sufficient detail to assist the Department in understanding potential supplemental costs, defined as costs that will be borne by the Department but that are not billable by the Bidder.

6.6.2 Anticipated Total Project Cost Proposal

Bidders should estimate their anticipated total project costs. If options are proposed by the Bidder that impact the anticipated total cost, depending upon the option chosen by the Department, separate total project costs should be clearly identified for ease in reviewing the cost proposals.

During contract negotiations, the Department may propose alternatives to the proposed cost and pricing analysis that are advantageous to the State of Delaware. Therefore, itemized cost information of the proposal that clearly support the Bidder's proposed budget strategies should be provided to assist the Department in its review and evaluation of the cost proposal.

6.7 Attachments

Required attachments include:

One copy of the Bidder's previous full fiscal year's tax filing or audit; if nonprofit, one copy of previous year's IRS Form 990.



Bidders may also include other relevant attachments. Examples of other attachments include:

A copy of the Bidder's Delaware Business License or a copy of the Bidder's filed application for a Delaware Business License if available. Note: The Delaware Business License or application is not required to bid but is required by the time of signing the contract. Bidders are discouraged from including excessive attachments.

7 Evaluation Process

This section outlines the criteria and methodology by which each proposal properly received by DSCYF will be evaluated. All proposals will be evaluated in accordance with the evaluation criteria specified below.

In determining whether a Bidder is responsible, the State may evaluate past performance including any work completed in the State of Delaware, corporate and financial stability, references (including those found outside the proposal), compliance with applicable laws, the perceived ability to meet the requirements as specified, and other relevant factors.

7.1 Evaluation Procedures

Each proposal will be screened to determine whether submission requirements have been met and whether the content and format described in RFP *Section 1.3.6. Proposal Instructions*; *Section 6.4. Proposal Format*; and *Appendix A: Bidder's Instructions and Forms*, have been adhered to. The screening process is not an evaluation of the proposal's quality; rather, it is a cursory review of the proposal's responsiveness to the submission requirements of the RFP. Following the screening process, proposals may be identified as qualified or disqualified. Disqualified proposals will not undergo further evaluation. Proposals submitted and prepared in compliance with RFP rules will be considered as qualified and are eligible for further evaluation.

Members of the Proposal Evaluation Committee will independently evaluate each qualified proposal based on the technical and cost content. The content of the proposal will be considered as a contractual obligation and valid until a contract is awarded or the proposal is rejected. Failure of any proposal to contain language to meet these obligations and contractual requirements may result in rejection. Proposals may also be rejected if, upon further evaluation, it is determined by the Proposal Evaluation Committee that the proposed solution, corporate qualifications, or other proposal response substantially fails to meet DSCYF requirements. It should be noted that selected references related to previous work engagements and submitted résumés will be contacted during the evaluation process.

7.1.1 Proposal Evaluation

A Proposal Evaluation Committee comprised of State employees will assess the merits of the proposals. The State may engage one or more consultants or attorneys to assist in an advisory capacity. The committee will review the responses to the requirements of the RFP to evaluate the proposals. Incomplete, inconsistent or inaccurate responses in the proposal will have a negative impact on the score. Proposals will be eligible for a combined maximum score of 100 points.

Bidders are expected to describe the factors necessary to meet the requirements of the RFP in sufficient detail within their written proposal, rather than to seek to negotiate or provide such factors through written communications and clarifications.

Based on the findings of the Proposal Evaluation Committee, a summary composite evaluation report will be prepared and a recommendation of the Selected Bidder for the proposed award will be submitted to the Director of the Division of Management Support Services of the Department of Services for Children, Youth and Their Families and to the Cabinet Secretary. Consideration will be given to capabilities or advantages that are clearly described in the proposal, confirmed by oral presentations if required by the State, and verified by information from reference sources as required by the State.

With regard to all evaluation criteria, the Bidder(s) whose proposal provides the best value will be identified as approved. Approved Bidders may be required to offer oral presentations and/or to enter into Best and Final Offer (BAFO) negotiations. During the evaluation and award process, no information concerning the proposals submitted will be made available to the public or other Bidders. Rejection of a proposal means that one or more other proposals were deemed to be more advantageous, or that the State exercised the right to reject all proposals.

After evaluation of Oral Presentations and/or BAFOs, the Proposal Evaluation Committee will recommend a Selected Bidder for contract award. The State reserves the right to enter into negotiations with one or more Bidders at any time.

7.1.2 Communications and Clarifications Process

Written communications and clarifications may occur, but are not intended to substitute for a well-written proposal or to facilitate negotiations of any proposal. All responsive Bidders' responses to written communications and clarifications: 1) must be submitted in writing (email and fax permitted); 2) are incorporated into and become part of Bidder's proposal; and, 3) can and will be relied upon by the Proposal Evaluation Committee and the State.

7.1.3 Oral Presentations

Oral presentations from approved Bidders may be requested by DSCYF. The purpose of such presentations will be to allow approved Bidders to explain key points of their proposals. Additionally, Bidders may be asked questions, in order to provide a better understanding of how the Bidder's proposal will meet the requirements of the RFP. Dates, times and locations of oral presentations will be determined by DSCYF. Selected Bidders will be given a five day notice to prepare for oral presentations.

Bidders are not allowed to alter or amend their proposals through the oral presentation process. Any cost incidental to an oral presentation or proposal preparation or submission shall be borne by the Bidder.

Any Bidder responding to this RFP must be available to present at the time specified by DSCYF. Any Bidder that declines to present at a time requested by DSCYF will be considered nonresponsive, and that Bidder's proposal may be rejected, i.e., removed from further consideration.

Oral presentations are an opportunity for the State to acquire another perspective concerning the Bidder's proposal and to ascertain a clearer understanding of the Bidder's proposed approach.

Bidders should be aware that oral presentations are required at the option of the State, may or may not occur, are not substitutes for a well-written proposal, and shall not be used to cure material omissions or errors in the proposal.

7.1.4 Best and Final Conditions

At any time after the proposal evaluation and prior to initiation of contract negotiations, Bidders may be invited to submit best and final offers (BAFOs). At this time, Bidders can make their prices as competitive as possible and address questions and concerns specifically raised by the State.

7.1.5 Financial Information

DSCYF reserves the right to request evidence of a Bidder's financial and corporate capability or stability. Any Bidder that is deemed to be out of compliance with this provision may be rejected and may not receive further consideration.

The Proposal Evaluation Committee reserves the right to:

- Award the contract to the lowest responsible and responsive Bidder whose proposal meets the requirements and evaluation criteria in this RFP, or to award to a Bidder other than the lowest responsible and responsive Bidder if, in the opinion of the State, the interests of the State will be better served by awarding the contract to some other Bidder, provided that the State makes a written determination of the reason or reasons for granting the contract to a Bidder other than the lowest responsible and responsive Bidder;
- Accept/Reject wholly or in part any and all proposals received in response to this RFP, or to make no award, or issue a new RFP.
- Waive or modify any information, irregularity, or inconsistency in proposals received.
- Request modification to proposals from any or all Bidders during the review and negotiation.
- Negotiate any aspect of the proposal with any firm and negotiate with more than one Bidder at the same time.

All proposals shall be evaluated using the same criteria and scoring process. The following criteria shall be used by the Proposal Evaluation Committee to evaluate proposals.

7.2 Proposal Evaluation Criteria

7.2.1 Scoring Criteria

Proposals will be eligible for a maximum of 100 points distributed amongst the following areas as shown in Table 4: Scoring Criteria.

Responses will be reviewed against the criteria identified below. The top 3 – 5 candidates may be selected for interview. There will be a set of standard questions for these

interviews; based on the responses to these questions a successful candidate will be selected. All potential candidates shall be evaluated using the same criteria and screening process. The following criteria shall be used by the Review Panel to evaluate individual proposals.

Table 4: Scoring Criteria

Evaluation Item	Maximum Points
Meets mandatory qualifications	Pass/Fail
The Organization supporting the candidate	5
The Candidates knowledge of Project Management Principals as espoused by the Project Management Institute	30
The candidates demonstrated ability to communicate effectively at all levels	20
Qualifications, prior experience, and performance on projects of a similar nature, specifically Child Social Service and SACWIS projects	35
Costs and supporting documentation	10

The Proposal Evaluation Committee will award scores, on in each of the Evaluation Areas listed in the table above. The sum of the raw scores will be totaled giving each scored proposal an overall evaluation score.

7.2.2 Public Bid Opening

DSCYF will conduct a public bid opening on the date the proposals are due for submission.

7.3 Selection of Successful Bidder and Contract Award

After conclusion of the proposal evaluations, the Proposal Evaluation Committee will determine the comparative value to the State of the remaining Bidders.

The State will take into account all evaluation factors set forth in this RFP, subject to DSCYF's and the Bidder's ability to agree and enter into a final Agreement. Prior to execution of a contract and as a condition of final award, the State may require submission of additional information that demonstrates the Bidder is financially responsible and capable of performing this contract.

DSCYF reserves the right to reject or negotiate any or all of Bidder's terms or conditions, or Bidder's proposed modifications to DSCYF's stated terms or conditions. DSCYF reserves the right to modify, add or delete provisions consistent with the Successful

Bidder's proposal as needed to assure that the final executed Agreement accurately reflects the parties' intent, the procurement and the award.

Prior to award, the Bidder whose written proposal is determined to be the most advantageous to the State (i.e., the Selected Bidder) may be required to enter into communications, clarifications, and/or negotiations (collectively referred to as, "discussions") with DSCYF to resolve any contractual differences before an award is made. These discussions are to be finalized and all exceptions resolved within a time period established by DSCYF.

In addition to discussions with the Selected Bidder, DSCYF reserves the right to enter into discussions or negotiations at any time with other Bidders. Discussions with other Bidders may be concurrent with discussions between DSCYF and the Selected Bidder. DSCYF reserves the right not to disclose whether it is conducting concurrent discussion with the Selected Bidder and other Bidder(s). DSCYF reserves the right not to identify whether a Bidder is the Selected Bidder or one of the other Bidder(s). If however, the contract is not finalized within an acceptable time frame, the Selected Bidder's proposal will be abandoned and a new Selected Bidder and other Bidder(s) identified. The process will then proceed as above, subject to DSCYF's right to cancel this solicitation, until an Agreement is finalized and awarded.

The Administration for Children and Families (ACF) must approve any contract prior to final award.

8. Terms and Conditions

Terms of Contract and Extensions. The contract awarded will last for a period not longer than 4 years, including the post-implementation support period. The Department reserves the right to extend the end date of the contract if appropriate.

The State reserves the right to incorporate standard state contractual provisions into any contract negotiated as a result of a proposal submitted in response to this RFP. The standard DSCYF *Statement of Agreement* is attached as Appendix B.

The selected Bidder or Bidders will be expected to enter negotiations with the State, which will result in a formal contract between the parties. Procurement will be in accordance with subsequent contracted agreement. The Selected Bidder's response to this RFP will be incorporated as part of any formal contract. A staff member of the Management Information System (MIS) Unit within DSCYF will serve as Contract Administrator and will administer the contract.

The parties hereto are and shall be independent contractors to one another, and nothing herein shall be deemed to cause this agreement to create an agency, partnership, joint venture, or employment relationship between the parties. Each party shall be responsible for compliance with all applicable workers' compensation, unemployment, disability insurance, social security withholding, and all other similar matters. Neither party shall be liable for any debts, accounts, obligations, or other liability whatsoever of the other party, or any obligation of the other party to pay on behalf of its employees or to withhold from any compensation paid to such employees any social benefit, workers' compensation insurance premiums, or any income or other similar taxes.

The Department reserves the rights to waive any of these requirements for a particular response should it deem such a waiver to be in the Department's best interests.

Non-appropriation. In the event that the State fails to appropriate the specific funds necessary to continue the contractual agreement, in whole or in part, the agreement shall be terminated upon the exhaustion of funds.

Notice. Any notice to the State required under this Agreement shall be sent by registered mail to:

Attention: H. Ryan Bolles, Contract Administrator
DSCYF-DMSS
1825 Faulkland Road
Wilmington, DE 19805

Formal Contract and Purchase Order. The successful bidder shall promptly execute a contract incorporating the terms of this RFP after the award of the contract. No Bidder is to begin any service prior to receipt of a State of Delaware Purchase Order signed by two authorized representatives of the agency requesting service, properly processed through the State of Delaware. The Purchase Order shall serve as the authorization to proceed in accordance with the bid specifications and the special instructions, once the successful Bidder receives it.

Indemnification. By submitting a proposal, the bidder agrees that in the event it is awarded a contract, it will indemnify and otherwise hold harmless the State of Delaware,

DSCYF, its agents, and employees from any and all liability, suits, actions, or claims, together with all costs, expenses for attorney's fees, arising out of the bidder's performance of work or services in connection with the contract, regardless of whether such suits, actions, claims or liabilities are based upon acts or failures to act attributable, in whole or in part, to the State, its employees or agents.

Licenses and Permits. In performance of this contract, the successful bidder is required to comply with all applicable federal, state and local laws, ordinances, codes, and regulations. The cost of permits, licenses, and other relevant costs required in the performance of the contract shall be borne by the successful bidder. The bidder shall be properly licensed and authorized to transact business in the State of Delaware as defined in Delaware Code Title 30, Sec. 2502.

Insurance. As a part of the contract requirements, the Bidder must obtain at its own cost and expense and keep in force and effect during the term of this contract, including all extensions, the insurance specified below with a carrier satisfactory to the State.

1. Workers' Compensation Insurance under the laws of the State of Delaware and Employer's Liability Insurance with limits of not less than \$100,000 for each accident, covering employee(s) engaged in any work hereunder.
2. Comprehensive Liability -Up to one million dollars (\$1,000,000) single limit per occurrence including:
 - a. Bodily Injury Liability - All sums which the Bidder shall become legally obligated to pay as damages sustained by any person other than its employee(s).
 - b. Property Damage Liability -All sums which the Bidder shall become legally obligated to pay as damages because of damage to or destruction of property, caused by occurrence.
 - c. Contractual liability, covering premises and operations, and product liability.
3. Automotive Liability Insurance covering all automotive units used in the work with limits of not less than \$100,000 each person and \$300,000 each accident as to bodily injury or death, and \$100,000 as to property damage.

Forty-five (45) days written notice of cancellation or material change in any policy is required.

Non-discrimination. In performing the services subject to this RFP, the successful bidder agrees that it will not discriminate against any employee or applicant for employment because of race, creed, color, sex, sexual orientation, disability or medical condition, age, or national origin. The successful bidder shall comply with all federal and state laws, regulations and policies pertaining to the prevention of discriminatory employment practice. Failure to perform under this provision constitutes a material breach of contract.

Covenant Against Contingent Fees. The successful bidder warrants that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement of understanding for a commission or percentage, brokerage or contingent fee excepting bona-fide employees and/or bona-fide established commercial or selling agencies maintained by the bidder for the purpose of securing business. For breach or violation of this warranty, the State shall have the right to annul the contract without liability or to deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee.

Contract Documents. The RFP, the Purchase Order, and the executed Contract between the State and the successful Bidder shall constitute the Contract between the State and the Bidder. In the event there is any discrepancy between any of these contract documents, the following order of documents governs so that the former prevails over the latter: Contract, Contract Amendments, RFP, Purchase Order, and Bidder Proposal. No other documents shall be considered. These documents contain the entire agreement between the State and the firm.

Applicable Law. The Laws of the State of Delaware shall apply, except where Federal law has precedence. The successful bidder consents to jurisdiction and venue in the State of Delaware.

Scope of Agreement. If the scope of any provision of this Contract is too broad in any respect whatsoever to permit enforcement to its full extent, then such provision shall be enforced to the maximum extent permitted by law, and the parties hereto consent and agree that such scope may be judicially modified accordingly and that the whole of such provisions of the contract shall not thereby fail, but the scope of such provisions shall be curtailed only to the extent necessary to conform to the law.

Termination. The State may terminate the contract resulting from this RFP at any time that the Contractor fails to carry out its provisions or to make substantial progress under the terms specified in this request and the resulting proposal.

The State shall provide the Contractor with 30 days notice of conditions which would warrant termination. If after such notice the Contractor fails to remedy the conditions contained in the notice, the State shall issue the Contractor an order to stop work immediately and deliver all work and work in progress to the State. The State shall be obligated only for those services rendered and accepted prior to the date of notice of termination.

With the mutual agreement of both parties, upon receipt and acceptance of not less than 30 days written notice, the contract may be terminated on an agreed date prior to the end of the contract period without penalty to either party.

Notwithstanding any other provisions of this contract, if funds anticipated for the continued fulfillment of this contract are at any time not forthcoming or insufficient, through the failure of the State of Delaware to appropriate funds or through discontinuance of appropriations from any source (e.g., lack of Federal matching funds), the State of Delaware shall have the right to terminate this contract without penalty by giving not less than 30 days written notice documenting the lack of funding.